

**Subject:** Re: Private Sector Candidates for Location in the North Side Land Use Plan Area - Note to Myself  
**From:** Marcella Ayala <[marcella.ayala@lacity.org](mailto:marcella.ayala@lacity.org)>  
**Date:** 03/07/2011 11:53 AM  
**To:** Donald Duckworth <[duckworth.donald@gmail.com](mailto:duckworth.donald@gmail.com)>

Hi Don,

That time is no longer available. Does Thursday work for you?

Marcella

On Mon, Mar 7, 2011 at 11:39 AM, Donald Duckworth <[duckworth.donald@gmail.com](mailto:duckworth.donald@gmail.com)> wrote:  
How about Wednesday at 11:30 AM?

On Mon, Mar 7, 2011 at 8:50 AM, Marcella Ayala <[marcella.ayala@lacity.org](mailto:marcella.ayala@lacity.org)> wrote:  
Don,

This week we are available to meet at the following times at City Hall.  
Please see below and let me know what works for you.

Best regards,

Marcella

Wednesday, 3/9 11:30am - 1:00pm  
Thursday, 3/10 9:30am - 11:00am

On Fri, Mar 4, 2011 at 12:06 PM, gabriel sermeno <[gabriel.sermenno@lacity.org](mailto:gabriel.sermenno@lacity.org)> wrote:

Don,

Matt's not in today, but I will forward your request to Marcella Ayala who is the point person for our team for all LAWA related issues. She can work to set up the meeting.

Best,

gs  
Gabriel Sermenno  
Office of Mayor Antonio R. Villaraigosa  
Office of Economic and Business Policy

200 N. Spring Street, 13th Floor  
Los Angeles CA, 90012  
Direct: (213) 978-0616  
Fax: (213) 978-0780

<http://www.losangelesworks.org/index.cfm>

On Thu, Mar 3, 2011 at 6:40 PM, Donald Duckworth  
<[duckworth.donald@gmail.com](mailto:duckworth.donald@gmail.com)> wrote:

Hey Gabe...

I'd like to meet Matt Karatz. Can you set a short meeting up before you go? I want to brief him on the North Side Land Use Plan. I'm just trying to make sure that all our progress is not lost in these transitions that are going on. I can do it in a half hour and will be there anytime. Can you make this happen?

On Thu, Mar 3, 2011 at 6:32 PM, Donald Duckworth  
<[duckworth.donald@gmail.com](mailto:duckworth.donald@gmail.com)> wrote:

Gabe...

We will really miss you. Please do send your future contact info. If there is ever anything I can do for you, don't hesitate to call. My best wishes for every success in the future.

Your 1st assignment is to fix the City's business license tax ordinance that chases businesses out of town!

On Thu, Mar 3, 2011 at 4:49 PM, gabriel sermeno  
<[gabriel.sermenno@lacity.org](mailto:gabriel.sermenno@lacity.org)> wrote:

Don,

I am about to send a blast email but wanted to let you know that tomorrow will be my last day with the Mayor's Office. I have accepted a position with the State and Local Tax Group at Ernst and Young.

I am excited at the new chapter in my career but will definitely miss the friends and colleagues that I have met while here at City Hall. When I get settled in at my new office, I'll be sure to send my new contact information.

It was a pleasure working with you and I hope our paths will cross

again in the future.

gabe

Gabriel Sermenio  
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On Thu, Feb 24, 2011 at 4:56 AM, Donald Duckworth  
<[duckworth.donald@gmail.com](mailto:duckworth.donald@gmail.com)> wrote:

One of the difficulties we have in identifying private sector candidates that provide well paying jobs and serve as economic drivers for the North Side LAWA area is the City's "unitary business license tax," which taxes all business located within the City based upon total company-wide gross receipts. This structure tends to drive businesses across the City's borders to, for example, the Cities of El Segundo, Burbank, Glendale, and others. I believe the the headquarters of Legal Zoom just relocated to Texas at least in part because of their inability to correct this dysfunction. I think there are many examples of this phenomena at work; it has been an essential element of the successful economic development programs of all of these neighboring municipalities.

The North Side Land Use Plan might provide for the desirable corporate users the Cioty needs, but that is an empty promise given the unitary business license tax structure.

I don't know if a carve-out from these provisions is politically or practically feasible for only the North Side lands. The City has long recognized the problem and been unable to correct it.

All that may leave Westchester to be dependent upon public sector candidates that provide well paying jobs that serve as economic drivers for the North Side LAWA area. The historic lesson there seems to be that such adverse impact correcting investments have never commanded any priority from the City or

LAWA. They just never get done, which is why the North Side area is still vacant 35 years after it was set-aside in the A.C. Martin Plan. Our challenge therefore seems to be addressed only by demanding the mitigation be provided before the public agencies spend all of their money on airport improvements / construction. Otherwise, Westchester ends up with another empty promise.

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J. Marcella Ayala

Office of Mayor Antonio R. Villaraigosa  
Economic and Business Policy  
(213) 978-0674

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J. Marcella Ayala

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